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# **Human Resource Quality Management at Lao Cai Province Construction Project Management and Supervision Consultation Center**

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## **ABSTRACT**

Every province in Vietnam has a Construction Project Management and Supervision Consulting Center. Lao Cai is a border province, the development of the Construction Project Management and Supervision Consulting Center is one of the factors evaluating the economic development of the country.

The workload at the Construction Project Management and Supervision Consulting Center of Lao Cai province is very large, requiring a team of highly professional and dedicated personnel to work. Therefore, it is necessary to build the Center's organizational structure to be professional, reduce direct and indirect costs and improve the professional capacity of project implementation staff, ensuring project implementation. implement and manage projects effectively. This article will exploit and approach the current situation of human resources at the Center to propose solutions to improve human resource quality management at the center.

*Keywords:* Lao Cai, Project Management and Supervision Consulting Center, human resources.

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## **1. Introduction**

Construction Project Management and Supervision Consulting Center in Lao Cai province is a public service unit that ensures its own operating funding; affiliated to the Department of Transport and Construction of Lao Cai province, has legal status, is allowed to use its seal and open its own account to operate in accordance with the provisions of law. Construction Project Management and Supervision Consulting Center in Lao Cai Province performs the function of consulting, supervising and managing projects of civil, industrial, transportation and technical infrastructure projects. urban and rural infrastructure according to the Law on Local Government Organization dated June 19, 2015 and the Law amending and supplementing a number of articles of the Law on Government Organization and the Law on Local Government Organization dated November 22, 2015. 2019; Construction Law No. 50/2014/QH13 dated June 18, 2014; Law amending and supplementing a number of articles of the Construction Law dated June 17, 2020; Decree No. 15/2021/ND-CP dated March 3, 2021 of the Government detailing construction investment project management and Decree No. 60/2021/ND-CP dated June 21, 2021 of The Government regulates the financial autonomy mechanism of public service units. Structure and quality of human resources of the Construction Project Management and Supervision Consulting Center in Lao Cai Province plays an important role in increasing the speed of development, completing set goals, and deciding on the final outcome. project results.

The workload at the Construction Project Management and Supervision Consulting Center in Lao Cai province is very large, requiring a team of highly professional and dedicated personnel to work. . Therefore, it is necessary to build the Center's organizational structure to be professional, reduce direct and indirect costs and improve the professional capacity of project implementation staff, ensuring project implementation. implement and manage projects effectively.

From the above reality, studying human resource quality management at the Construction Project Management and Supervision Consulting Center in Lao Cai province is necessary to find solutions to improve human resource quality. personnel, building a professional and effective Center human resources structure.

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## **2. Content**

### *2.1. Theory of human resources*

Sen's (1984) human resource management model is considered a major turning point in the process of forming concepts of human resources. The model proposed by Beer et al., 1984, employees will be affected by 3 factors: Working regime, human resource movement flows, and salary level. The model

focuses mainly on relationships between people, attaches importance to communication, motivation and leadership roles, in which people are the center, considering human satisfaction as the foundation. , based on the influence of individuals, work regimes, wages and labor mobility flows.

Research by Rosemary Hill and Jim Stewart (2000) article suggests that small and medium business organizations are influenced by many factors affecting the development of human resources: Growth; Innovation; Link to business performance results; Business owners' perspectives; Culture; Industry factors; Technology; Difficulties in recruitment and training; Change initiatives; Expectation ; Outside help; Reasonability of training. In addition, there is also research by Henrietta Lake (2008) when analyzing human resources in the lighting industry in Indonesia, the author found 3 main groups of factors that have an impact, including: Group of factors Exporting from outside the business: labor law; labor market conditions and characteristics of labor supply; Group of business control factors: training; policy mechanisms; recruitment; Work productivity management and timely information management. and finally, the group of enterprise working environment factors: Work space, job characteristics, factory location and input factors.

“Critical Factors affecting Human Resource Development in the Arab World”- “Important factors affecting human resource development in the Arab World”, by Niveen M. Al-Sayyed. Using Thomson and Mabey's (1994) concept of human resource development, it includes three components: organizational development (OD), career development (CD) and training and development (TD). Through the inductive method, the results show that the most important factors including internal factors and external factors affecting the quality of human resources are leadership style, employee commitment and dynamics, demographic characteristics, labor unions, laws and government regulations. This study sought to investigate questions about factors hindering human resource development in the Arab world. The main finding in this study, based on theoretical consideration, is that barriers in the internal and external environment are the main factors hindering human resource development including: ineffective leadership, lack of methods systematic approach and planning for the best possible use of human resources, in addition to changing demographic characteristics, lack of employee commitment, lack of support from HR initiatives And innovation. Underspending on training as well as slow adoption of modern information technology and the internet, along with a lack of motivation and incentives are all factors hindering human resource development in the Arab world.

According to research by the World Bank (2014), although Vietnam has many advantages in human resources because it is in the golden population period, however, Vietnam's human resources also have many limitations. In Vietnam today, the workforce is large in quantity but not high in quality due to the lack of skilled workers, limited endurance, and inadequate management skills. The imbalance in skills between workers and labor market requirements is mainly in the form of soft skills - workers' skills are lower and do not meet labor market requirements. The World Bank assesses that Vietnam is lacking skilled workers and high-level technical workers. If we take a scale of 10, the quality of Vietnam's human resources only reaches 3.79 points, ranking 11/12 Asian countries participating in the World Bank's ranking. 4 Vietnam still lacks many skilled workers and human resources. Trained resources do not meet the needs of the labor market and businesses in terms of skills and other soft skills. The foreign language proficiency of Vietnamese workers is not high, so they face many difficulties in the integration process. Limitations and weaknesses of human resources are one of the main factors affecting the competitiveness of the economy.

Research by author Nguyen Quyet Thang - Head of Department of Tourism - Restaurant - Hotel Management, Ho Chi Minh City University of Technology (Hutech) and author Nguyen Van Son - Editor of National Assembly Television with the article wrote "Research on factors affecting the quality of human resources at Vietnam National Assembly Television Station". This study was conducted with the goal of identifying factors affecting the quality of human resources at Vietnam National Assembly Television and providing policy implications to help the Television Station's Board of Directors develop strong quality. human resources are and will be working at National Television.

Research by: Vu Thi Ngoc Mai (2015) Master's thesis of the University of Labor and Social Affairs "Improving the quality of human resources at Nam Ha Nam Irrigation Works Exploitation Company Limited". The article used the following research methods: Collecting secondary information from departments of the Company; Sociological survey method: to have objective assessments of activities to improve the quality of human resources at the company, the author conducted a survey with 200 employees within the company to collect information, Evaluation opinions on activities to improve the quality of human resources and the company have implemented. From there, analyze and evaluate the quality of human resources at Nam Ha Nam KTCTTK Co., Ltd. based on the following activities: recruitment activities; training activities; labor arrangement and placement activities; health care and protection activities. Finally, propose some solutions to contribute to promoting and improving the quality of human resources at the company in the new period.

Research by: Bui Thanh Huyen (2019) - Phenikaa University Hanoi "Improving the quality of human resources at Hanoi Housing Development and Management Company Limited". The article is researched with the aim of clarifying some theoretical and practical issues of improving the quality of human resources in enterprises, analyzing and evaluating the current situation of improving the quality of human resources in companies based on these aspects. These are: Planning policy, recruitment policy, labor use policy, training policy, remuneration policy, employee retention policy and building corporate culture. On that basis, propose some solutions to improve the quality of human resources at the Company by 2020.

Nguyen Thi Hong Cam (2011) in the thesis "Improving the quality of human resources in Vietnamese wood processing enterprises", through a survey of 370 samples from wood processing enterprises, showed quality measurement factors. Human resources include: Intellectual capacity - educational level, professional qualifications, career seniority, skills; Physical fitness - physical health, health; Mental strength - work attitude, work psychology and ability to withstand work pressure. The thesis also examines practical factors affecting the quality of human resources in Vietnamese wood processing industrial enterprises, including: human resource assessment; human resource training; selecting and recruiting human resources; level of safety in production labor; implementation of State regulations and level of employee satisfaction; influence of corporate culture.

## 2.2. *Quality management activities of staff in administrative and public service units*

Quality management activities of staff in administrative and public service units are mentioned from a number of angles as follows:

### (1) *Human resource planning management*

In the Personnel Strategy for the period of accelerating industrialization and modernization of the country, our Party pointed out: "Cadres planning is an important content of cadre work, ensuring that cadre work goes smoothly, orderly, proactive, with foresight, meeting both immediate and long-term tasks" [Party Central Committee (1997), Resolution of the Third Conference, (session VIII) on strategy officials during the period of promoting industrialization and modernization of the country, Hanoi].

In Instruction No. 15-HD/BTCTW of the Central Organizing Committee on planning leadership and management personnel in the spirit of Resolution No. 42-NQ/TW, dated November 30, 2001 of the Politburo (Session IX) and Conclusion No. 24-KL/TW, dated June 5, 2012 of the Politburo (term have virtue, talent, and potential for leadership and management, include them in planning to have training and fostering plans, create sources of leadership and management positions, and meet the political tasks ahead, eyes and long term of each locality, agency, unit and the country".

### (2) *Management of recruitment of officials and employees*

Recruitment of officials and public employees is the first step that plays a decisive role in the input quality of officials and public employees. Recruitment of officials and employees helps add personnel to the team of officials and employees at the unit. Doing a good job in the recruitment process means selecting suitable people who meet the job position requirements, have enough capacity, qualifications, and ethical qualities to work in state agencies and to serve people in the best way. On the contrary, if not done well, it will lead to the formation of a staff with weak capabilities, qualifications, limited political and ethical qualities, causing work stagnation and negative consequences. Disturbance in policy resolution ultimately directly affects the interests of the people.

### (3) *Manage the placement and use of officers and employees*

After selecting officials and employees who fully meet the necessary requirements, how to arrange and use officials and employees is also a content that directly affects the quality of the staff in the company, unit. If you know how to arrange and assign the right people to the right jobs, it will stimulate the organization's staff to work hard, enthusiastically, promote the spirit of eagerness to learn, be responsible for work, and complete the work smoothly, more flowing because the officer himself has enough confidence in his own abilities in his professional field. Reality also shows that if you do a good job of mobilizing, rotating, promoting, and appointing officials, following the correct process and not being personal, it will create a favorable environment for the staff of the Company. The unit can promote its qualifications, capabilities and strengths.

### (4) *Management of training and fostering of officials and employees*

Training and fostering officials and employees in administrative and public service units is a factor that greatly affects the quality of staff in an organization, especially in the current period, when administrative reform is underway, main event is going strong. The force of officials and employees is increasingly equipped with more modern working equipment: computers, printers, photocopiers, scanners... Meanwhile, the cultural level and professional qualifications of the staff are increasing. The number of officials and employees at many establishments and administrative agencies is generally not high and has many limitations. President Ho Chi Minh once believed that "cadres are the root of all work". He determined that "training cadres is the original work of the Party". Therefore, training and fostering officials and employees must be given top priority, regularly and continuously.

Training is the process of systematically transmitting and receiving knowledge and skills according to the regulations of each educational level. Training is the activity of equipping, updating, and improving knowledge and working skills. If training is the process of making people competent according to certain standards, then fostering increases that capacity or quality. Although the educational level of today's cadres and employees has been improved, the knowledge and skills learned in school are still widespread, and there is much knowledge that cannot be applied in practical work. . Therefore, in the training of cadres and civil servants, it is necessary to know how to choose the content and methods of training and fostering, suitable to the major and the specific job title of each officer. Avoid widespread and formal training and fostering. Training activities should aim to equip necessary skills, not just to obtain certificates or degrees to add to the resume of officials and employees. In reality, there are many cases where there is a real need but are not sent, and people who do not use that knowledge go to school, wasting the State's training funding. Training content comes from practical necessity. If any stage is weak, we will train and foster that stage. However, currently, the content of training and fostering cadres and civil servants still focuses heavily on political theory, with little expertise in administrative science and necessary state management skills and operations of cadres, officials.

### (5) *Regulations on salaries, bonuses, and emulation reviews for officials and employees*

If the evaluation of officials and employees is done properly, it will have a direct impact on the quality of the human resources team in the organization. Through the system of evaluation criteria for cadres and public employees prescribed by the State, the evaluation and classification work brings accurate conclusions about the virtue and talent, capacity level, and development ability of cadres, ministries and officials. Therefore, praising the right people, disciplining the right criminals, and properly evaluating the results of each officer's abilities and contributions will be the driving force to boost their morale and responsibility for their work. On the contrary, if the assessment is incomplete or inaccurate about officials and employees, dissatisfaction and negative thoughts will arise among the company's staff, affecting the work results of each unit.

Doing a good job of evaluating and classifying officers and employees is also the basis for selecting, planning, training, determining training needs and content, fostering, arranging, using, dismissing, reward, discipline and implement regimes and policies for officials: raise salaries ahead of time, consider priorities, encourage officials and employees to participate in promotion exams, and appoint to positions leadership position and enjoy other benefits. However, in reality, this work is still underestimated, only a formality, evaluated in favor of emotions, and done with care. The work of evaluating and classifying officials and public employees not only helps the cadre management agency grasp and understand its cadres, but also helps the cadres and public employees themselves better understand themselves, in order to promote advantages, correct shortcomings (if any), contribute to building a high-quality human resources team, meeting the requirements of the innovation cause.

*(6) Inspection and supervision in the performance of public duties*

In the work of inspection and supervision, President Ho Chi Minh once affirmed: "When there is a correct policy, the success or failure of that policy depends on the way the public is organized.

### 2.3. Research Methods

*Information collection method:* With limited time and resources, the author only focuses on collecting and exploiting data from secondary information sources at the Department of Transport and Construction of Lao Cai province; Construction Project Management and Supervision Consulting Center in Lao Cai province.

*Secondary data analysis method:* Based on the data collected above, to carry out this research, the author uses statistical methods to describe through calculating absolute numbers and relative numbers to reflects the fluctuations as well as the development trend of human resource quality management of the Construction Project Management and Supervision Consulting Center in Lao Cai province.

### 2.4. Research results and discussion

#### 2.4.1. Research on the current status of human resource quality management at the Construction Project Management and Supervision Consulting Center in Lao Cai province

##### *(1) Current status of human resource planning*

The Center's human resource needs change according to the orientation of the People's Committee of Lao Cai province and the unit's development plan. The province's current orientation is to innovate and improve the quality of officials, employees, and workers to meet the province's socio-economic development requirements in the new situation. The Center always determines that this is an important content that needs to be focused on doing well, because even if the apparatus is streamlined and streamlined, if the person performing it is not qualified and capable, it will not be able to complete the task. deliver.

With its determination, the Center has set the goal of completing unfinished projects and continuing to promote and implement new projects assigned by the Provincial People's Committee in the period 2021 - 2025. Development plan of the Center will lead to changes in personnel at the unit, basically personnel needs will expand and change, expected in the period 2021 - 2025 as follows:

**Table 1: The Center's expected human resource needs for the period 2021 - 2025**

*Unit: Person*

Criteria	Current	Demand	Fluctuations
Graduate	15	20	5
University	64	65	1
College, middle school	3	1	-2
<b>Total</b>	<b>82</b>	<b>86</b>	<b>4</b>

Source: Administration - General Accounting Department of the Construction Project Management and Supervision Consulting Center in Lao Cai Province.

Through the table above, we can see that the Center's demand for labor in the period 2021 - 2025 is not too large (an increase of 04 workers), but it is demanding in terms of quality when requiring 9/10 recruited workers to have educational qualifications. Consulting is university and post-university. In terms of the human resources development orientation of the province, the central government as well as the unit itself, this is reasonable because in the coming years the Center needs more highly qualified personnel to meet the requirements of upcoming projects. of the Provincial People's Committee. This is also a good sign showing positive changes in the unit's personnel structure in the coming period, creating a basis for forming a new generation of management workers in the unit, hopefully creating new steps Breakthrough and direct new thinking in project management in Lao Cai province and neighboring provinces.

##### *(2) Current status of recruitment of cadres and civil servants*

Personnel recruitment at The Construction Project Management and Supervision Consulting Center in Lao Cai province is based on the consensus of the People's Committee of Lao Cai province and approval of quotas from the Department of Home Affairs, with the goal of recruiting knowledgeable workers. Knowledge and skills consistent with the requirements of the job title being recruited, ability to quickly integrate into the job and perform assigned tasks well.

Personnel recruitment in the Center does not take place regularly according to a certain cycle but is done when the Center experiences changes in personnel. When additional personnel are needed, the Organization department informs the recruitment conditions, rights and responsibilities of employees with basic document requirements including: health certificate, resume, diploma. relevant certificates. Specifically, the Center's current recruitment policy is as follows:

- For management staff: Key staff will be promoted from the Center's own staff, while other staff, when necessary, will be recruited directly from outside sources, with priority given to those with experience. experience.

- For other job positions: Organize widespread recruitment, when recruited, additional training will be provided. Focus on young personnel, newly graduated with good achievements at universities of Architecture, Construction, and Transport.

This is an important content in human resource management, directly affecting the quality of the Center's input personnel. At the Center, after being established, the number of officers is still assigned quotas by the Department of Home Affairs to meet the unit's operational needs. In 2017, there were 2 more officers (of which: 1 officer passed the exam, 1 officer was transferred). In 2018 and 2019, 2 additional officers were recruited each year to the unit.

### **(3) Current status of placement, arrangement and use of officers and employees**

Out of a total of 82 officers and workers at The Construction Project Management and Supervision Consulting Center in Lao Cai province, the leaders include 03 comrades, the remaining workers are divided into 6 specialized departments..

**Table 2: Staff arrangement of the Center**

Order	Year	Number of Department leaders	Quantity increase/decrease	Note
1	2018	05	0	New appointment
2	2022	09	4	New appointment

Source: Administration - General Accounting Department of the Construction Project Management and Supervision Consulting Center in Lao Cai Province

During the period 2018 - 2022, the Center has made two personnel adjustments. In 2018, the unit appointed 5 chief and deputy positions. In 2022, the unit has appointed 4 chief and deputy positions. Thereby, it shows that the Center's apparatus has been stable over the past 5 years but still creates conditions for employees to have opportunities for advancement.

Immediately after being established, the unit had working regulations. Implementing democratic regulations in the unit according to the Government's regulations, the Center has organized serious study for officials and employees to improve their sense of responsibility, autonomy and creativity in their work. . All activities of the Center are carried out in an open, democratic and unified manner. Thanks to doing this job well, the unit always maintains solidarity and comradeship, everyone trusts and feels secure in their work, and promotes collective strength and intelligence.

### **(4) Current status of training, fostering and developing officials and employees**

The Center always focuses on training and fostering officials and employees; Specifically over the years as follows:

**Table 3: Training program for the period 2018-2021**

Order	Year	Content	Number of participants	Note
1	2018	Training class on supervision	25	
2	2019	Project management training class	20	
3	2020	Bidding certification class	9	
4	2021	Training class on supervision	15	

Source: Administration - General Accounting Department of the Construction Project Management and Supervision Consulting Center in Lao Cai Province

In 2018, the Center organized for 25 officers to participate in training classes to improve their professional qualifications. By 2019, there will be 20 officers participating, in 2020 there will be 9 officers participating, in 2021 there will be 15 officers participating, taking the exam for a certificate of practice in supervision activities and a number of other project management classes, ensuring Ensure professional quality so that staff can apply it to actual projects.

The Center has a plan to mentor and train newly recruited young staff with little experience in management. Currently, the agency is using staff according to their abilities and strengths, assigning the right people to the right jobs, thus promoting autonomy and creativity in work.

**(5) Regulations on salaries, bonuses, and emulation reviews for officials and employees**

Responding to patriotic emulation movements launched by the Party, State, and unions, the Center has associated the emulation movement with the effective implementation of assigned tasks with the motto: Emulation results is reflected in productivity, quality and work efficiency. The annual reward work is carried out accurately, publicly, fairly, promptly, and to the right subjects, contributing to motivating officers and employees in the unit to overcome difficulties in completing their tasks.

**Table 4: Status of implementing the reward budget at the Center**

**period 2018 - 2022**

*Unit: million VND*

<b>Targets</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Reward budget	70	100	180	150	200
Reality	36	52	113	110	159
Ratio	51.43%	52%	62.78%	73.33%	79.5%

Source: Administration - General Accounting Department of the Construction Project Management and Supervision Consulting Center in Lao Cai Province.

In the period 2018 - 2022, the emulation movement was enthusiastically responded to by staff at the Center.

In 2022, the emulation movement at the unit achieved good results and was directly rewarded by superiors as follows:

- *Collectively*: Proposal to award a certificate of merit from the Chairman of the People's Committee of Lao Cai province to The Construction Project Management and Supervision Consulting Center of Lao Cai province.

- *Regarding individuals*: One comrade proposed to be awarded a certificate of merit from the Chairman of Lao Cai Provincial People's Committee; 8 comrades won the title of Grassroots Emulation Soldier; 36 comrades won the title of advanced labor.

**(6) Inspection and supervision in the performance of public duties**

*Anti-corruption work*: In the period 2018 - 2022, the work of propaganda, dissemination, and thorough understanding of the law on anti-corruption is organized and directed by the Center's collective leadership. Therefore, there were no cases of corrupt acts leading to sanctions. At the same time, there are no officers or employees in the unit who are required to verify assets and income. To well perform anti-corruption work within the scope of its duties and powers, the unit always creates favorable conditions to collaborate with agencies, organizations and individuals competent to resolve denunciations to develop promptly detect and prevent corrupt acts.

Promoting the pioneering and exemplary character of party organizations and party members in preventing corruption: The Central Party Committee always upholds the responsibility, pioneering and exemplary role of party members. Party members must first be leader in the National anti-corruption strategy, with the motto "Party members go first, the masses follow". Recognizing its important role in preventing corruption, promoting the strength of solidarity and resolutely repelling and eliminating negative evils so that the Party deserves the title "clean and strong".

*The practice of saving and preventing waste*: The practice of saving and preventing waste in operating costs is always thoroughly understood by the Center's leadership and all staff and employees of the unit. Cost is always minimal.

In project implementation management, quality monitoring, cost management and payment acceptance, each professional department is responsible for promptly reviewing and checking leadership reports to minimize errors. Errors affect the quality of the project and result in unnecessary costs. Regularly direct and find timely solutions for the construction unit to put the project into operation on schedule, in order to promote the effectiveness of socio-economic development that the project brings. The unit manages large and small projects, including both unfinished projects and new projects, through the bidding process for the period 2018 - 2022, it has saved 3.62 billion VND.

The Center always carries out publicity in all areas such as: organization, payroll, revenue sources, expenditures, purchases, equipment, salaries, bonuses, per diems, etc.

*Social cultural and sports work*: In the period of 2018 - 2022, the unit has done well in social cultural and sports work. Propagate the viewpoints and content of building an advanced Vietnamese culture imbued with national identity. Mobilize officials and employees to participate in exercise and sports movements to improve health. The center has badminton, volleyball, soccer clubs... that annually participate in friendly competitions with units located in Lao Cai province.

### 3. CONCLUSION AND PROPOSED SOLUTIONS

#### 3.1. Conclude

In today's globalized environment, countries are always in a race for economic development. The development of science and technology further contributes to the ever-changing global economy. In that never-ending cycle, the contribution of each industry or each business in each industry creates the prosperity and position of each country. The results of that contribution depend largely on human resources. Possessing high quality human resources is an organization's competitive advantage because human resources play a decisive role and govern all other resources. Therefore, improving human resource quality is an urgent and very important requirement for each business, each industry and each country.

Implementing well the improvement of human resource quality is a necessary task not only for high-level State administrative agencies but also for local departments and branches. With increasing integration requirements, officials and employees are required to change their way of working as well as improve their professional qualifications to meet the set tasks. Therefore, constantly training to have good moral character, new thinking, and a scientific and effective working style is an extremely urgent requirement and one of the key tasks in the process. administrative reform.

After a process of theoretical and practical research, the authors have systematized the theoretical basis of human resource quality and improved human resource quality in the organization. Based on that theory, the author has described and evaluated the current state of human resource quality at The Construction Project Management and Supervision Consulting Center in Lao Cai province. Through the remaining advantages and limitations in improving the quality of human resources at the unit, the authors have proposed groups of solutions to improve the quality of human resources at the unit in the following years.

#### 3.2. Proposed solutions

##### (1) Solutions for recruitment activities

To overcome the above weakness, the Center needs to propose a recruitment policy. This policy clearly demonstrates the Center's leadership's interest in human resource development in the unit, and at the same time it is the basis for the specialized human resources department, related departments and employees to implement Currently conducting human resource development activities in the unit.

Additional recruitment follows the principle: in accordance with professional quality requirements, open recruitment according to the province's mission requirements. Specifically, the Center needs to ensure the following conditions:

- Recruitment centers must base on job needs, job positions of staff positions in their agencies and assigned payroll quotas. The recruited person must have ethical qualities, comply with professional standards and pass the examination according to the provisions of law.
- Organizing entrance examinations is to create opportunities for all citizens who have the ability and desire to become public officials. With the principles of openness, fairness, and objectivity... the exam will select talented people to work in state agencies, creating conditions for everyone to work in the right field of training and in the right position. job position. Public entrance examinations will fundamentally solve the limitations of recent examinations such as familiarity, respect, and emotionality.
- In the coming time, attention should be paid to further promoting the "input" recruitment stage through public examinations, associated with the training of officials and public employees according to the standards of official ranks and the arrangement and use of public employees. appropriate to the expertise according to task requirements, paying special attention to rejuvenating the staff, focusing on doing a good job of "input" recruitment for people aged 30 and under, giving priority to recruiting students. University graduates follow the principle of public examination according to the city's mission requirements.

##### (2) Solutions for training activities

In order for the human resources training and development program to be implemented effectively, the Center needs to:

- ❖ *Analyze and evaluate training needs and improve personnel quality at the unit*

The result of job analysis is to build a system of job descriptions, job requirements for performers and job performance standards for each job position. This is the basis for determining the content of training programs for employees.

Assessing and analyzing training needs is the first step to take to have an effective training program. This is extremely important to ensure human resource quality in the future.

- ❖ *Proactively plan training to improve the quality of human resources at the unit*

Determine training goals: First of all, it is necessary to realize that a good training goal must be specific, quantifiable, realistic and observable. For each training program, in addition to determining the number and structure of students and training time, the Center needs to focus on determining specifically the skills that need to be trained for students and the level of skills acquired. after training. In particular, the Administrative Organization Department should try to quantify and indicate the skills that students need to have after the training course.

Determining training subjects: Currently, department heads choose training subjects themselves, which easily causes incorrect selection, people who need to be trained are not trained, people who do not need training are not re-trained, the reason: due to limited ability for this job and due to the subjectivity and unfairness of the department head. To avoid this situation when selecting specific people for training, the officer in charge of training needs to contact closely with the department head to make the correct choice.

Determine training content: For employees who are required to participate in on-site training programs, managers coordinate with officers in charge of training professional knowledge and skills directly for officers. ; It is necessary to develop the content of the training program for the staff in charge to suit the position and job title of the employee. The organization and implementation of training and human resource development plans is carried out by the officer in charge of training in coordination with the partner (outsourced training) or the person directly training workers according to the plans and content. was established previously.

❖ *Developing a program to evaluate the effectiveness of training to improve personnel*

### **(3) Solutions for labor arrangement and placement activities**

To effectively implement this solution, the Center director needs to be responsible for arranging officers and employees in the right positions and expertise, creating conditions for officers to practice skills and proficiency in their work and assignments. , assign appropriate tasks to officers, ensure necessary conditions for officers to perform their duties, and fully implement regimes and policies for working officers. When arranging work for officials, it is necessary to ensure compatibility between the assigned tasks and the rank the officer is assigned to, and to which rank the officer is in, the job must be arranged in accordance with that rank. Officials must be responsible before the law for the performance of their duties and official duties.

### **(4) Solutions on salary, bonus and welfare policies**

The evaluation follows a sequence of steps such as: Officers and employees self-assess their training and efforts, the collective participates in contributions, the agency's leaders evaluate, and synthesize the agency's comments. Management of officers and employees. In these steps, the assessment of agency leaders is very important, because if not filtered, appraised, and processed with many sources of information, it is easy to be subjective and biased, while each person is evaluated differently. , but not everyone expresses themselves properly in such situations. Therefore, for Center leaders when evaluating officers and employees, they need to be alert and careful not to miss people who have ability but do not have the environment to promote and develop. On the other hand, each officer must strive to self-study, cultivate, practice, dare to think, dare to do, dare to take responsibility, regularly follow the realities of life, and have close relationships with the people to accomplish their goals. all assigned tasks.

The current salary policy for employees in the public administration sector as well as public service units, specifically The Construction Project Management and Supervision Consulting Center in Lao Cai province, is considered inappropriate. In the coming time, with the attraction of human resources from the business sector so that the salary policy can attract and retain workers, the Center needs to consult more about the salary regulations of businesses for positions. equivalent job title in the same field; It is necessary to survey employees to get their opinions and regularly update information on State regulations and documents such as: regulations on minimum wages, regional minimum wages, regulations on social insurance deduction rates. , health insurance..., to make appropriate adjustments for employees in a fair and legally appropriate manner. In addition, the employee's salary must also be based on the specific type of work, level of work performance, qualifications and seniority of the employee so that the salary payment process remains competitive. competition, the ability to retain workers and create motivation to help workers work enthusiastically when they are paid a worthy salary by the Center.

Solutions for building organizational culture

Develop specific criteria to evaluate the implementation of organizational culture to bring about greater efficiency. There are specific mechanisms for rewarding and disciplining individuals and units in the organization during the implementation of organizational culture.

Build outstanding role models for each member to study, strive for, and follow. Role models should be Center leaders who may be previously or currently working at the agency.

To raise awareness for workers, many different measures can be applied such as creating a professional working environment, perfecting organizational culture, applying labor discipline during the working process...

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